

# STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

## **Diversity Plan's Relationship to Affirmative Action**

Each department will submit by July 31<sup>st</sup> an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

## **Diversity Plan Content and Design**

*(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)*

### **I. Hiring and Promotion Practices**

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

**AGENCY ACTION:** If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

## II. Recruitment and Retention Plan

**AGENCY ACTION:** Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

### Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

### Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

### Organizational Strategy

*Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:*

Our strategic plan includes the goal: Strengthen the Public Health Infrastructure. To achieve this goal we have identified five primary strategies:

- Assess and improve operational procedures and management systems.
- Assure an adequate and competent public health workforce.
- Build communication and information technology capacity.
- Support community assessment, planning, and evaluation systems.
- Support health care system development.

The actions defined in our diversity plan will become an important part of how we implement these strategies. Each requires improving diversity within IDPH to ensure we engage a broader realm of stakeholders as we strive to strengthen public health in Iowa. More importantly, each requires that our activities promote diversity throughout the public health and health care system as we seek to eliminate health disparities and promote and protect the health of all those living in Iowa.

*The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:*

#### FY 2008

1. Added an education coordinator position in the department which will focus on workforce development.
2. Created a workforce development plan. The plan will be the foundation of the workforce plan required by the Department of Management in 2009. The plan was approved by the department's Executive Team in June 2008. Implementation has begun. Recruitment is a major component of the plan.
3. Expanding the workforce team that has been established for the DOM workforce plan into a recruitment and retention ad hoc committee to recruit and retain Generation X and Y employees.
4. Creating a fresh look for the IDPH internship program. The process will expand partnerships with academia, expand learning opportunities for students, and establish consistent internal procedures for hiring and mentoring interns.
5. Expanding department contacts with public health partners to recruit qualified workers, including persons with diverse backgrounds. Public health partners will include public health professional organizations, academic institutions, and local public health agencies.
6. Began discussions with Iowa Vocational Rehabilitation Services about how to employ more persons with disabilities.
7. Volunteered the IDPH education coordinator to participate on the state recruitment committee and as a state recruitment ambassador.
8. Communicated the department's expectations for all supervisors to attend the mandatory state diversity training.

#### FY 2009

1. Will continue the activities begun in FY 2008, specifically: 1) continue implementation of the IDPH workforce development plan; 2) expand the internship program; 3) use public health partners to help recruit diverse employees; 4) use the workforce team to generate ideas for recruitment; and 5) use the services of Iowa Vocational Rehabilitation Services to employ more persons with disabilities.
2. Attend career and recruitment fairs throughout the state. We now have the capacity to attend recruitment fairs with the addition of the education coordinator.
3. Attend ethnic festivals in the Des Moines area, in particular, the Asian festival, Latino festival, and Juneteenth.
4. Use the department's Web site to promote public health careers, internships, and job openings. Will link to the DAS Web site for job openings.
5. Involve the department's Office of Multicultural Health and its key community informants who developed the Office's strategic plan in identifying recruitment strategies.
6. Communicate the department's expectations for all employees to attend the mandatory state diversity training.
7. After the majority of employees have attended the training, use the department workforce team to solicit recruitment ideas from employees in their divisions. Identify ways in which we can use minority employees to recruit other minorities.

*Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:*

FY 2008 Management staff primarily use the list that is generated through Brass Ring. Recruitment methods are generally limited to jobs requiring specialized skills or when a national search is needed. If additional recruitment methods are needed, supervisors coordinate recruitment efforts with the department's Human Resources Officer.

FY 2009 The state diversity training will help raise awareness for supervisors of the need to be more proactive in recruitment. The education coordinator will engage management staff and minority employees to identify recruiting sources and events. At quarterly Bureau Chief meetings, we will reinforce the diversity training and supervisors' role in recruitment. As we expand our intern program, supervisors and employees will play a significant role in "growing our own" workforce.

*The name and contact information of a primary recruitment contact for usage by DAS is:*

Mary Sams- Human Resources Officer- handles hiring process internally.

Marilyn Alger- Education Coordinator- handles outside recruitment efforts.

## **Analysis of Factors Affecting Recruitment**

*Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):*

55 vacancies - includes replacements for existing positions and hires for anticipated newly created positions.

*Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:*

1. Information technology positions, specifically, Information Technology Specialist 2, 3, 4, 5 and Data Warehouse Analyst. Specialized skills for positions such as data base administrators are especially difficult to find.
2. Community Health Consultants with education and experience in epidemiology. IDPH is working with DAS to create an Epidemiologist series. This will help to better define positions; however, we may continue to experience difficulty in finding the specialized skills.
3. All professional positions requiring fluency in Spanish. This affects several job classifications.

*Of the total number of positions to be filled, the following job classes have been identified as high turnover:*

1. Information technology positions
2. Professional positions requiring fluency in Spanish

*Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:*

Information technology positions - salary, classifications, difficult to find needed skills, union contract (laterals)

Epidemiologists - classified as Community Health Consultants. The job title does not attract applicants with experience in epidemiology; these applicants would not be looking for that job title. In addition, it is difficult to find individuals with the needed education and experience in epidemiology.

Spanish fluency- difficult finding needed skill.

*Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:*

Information technology positions

*List the barriers that have been identified in recruitment of the protected classes:*

Same as listed above: salary, classifications, difficult to find needed skills, union contract (laterals)

*The following methods and activities are planned to deal with recruitment barriers in FY 2009:*

Recommend changes in classification for the epidemiologists

Widen circle of recruitment

Allow department discretion for advanced appointment rates

## **Sourcing Activities and Tools**

*In FY 2008 we attended the following career fairs, networking events, and community events:*

The department was represented at the Asian Festival, Latino festival and Juneteenth in the Des Moines area.

IDPH Iowa State Fair booth

*In FY 2009, we plan to attend the following career fairs, networking events, and community events:*

The education coordinator plans to attend career fairs at the major colleges and universities in the state and other relevant career fairs.

The department will be represented at the Asian Festival, Latino Festival, and Juneteenth in the Des Moines area.

The education coordinator will participate in recruitment events sponsored by the state recruitment committee and state ambassadors.

*Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:*

<b>Tool</b>	<b>FY 2008</b>	<b>Budget Est.</b>	<b>FY 2009</b>	<b>Budget Est.</b>
<b>Internet Job Postings</b>	Professional publications as needed	No budget, paid by the program recruiting for the position	Professional publications as needed	No budget; paid by the program recruiting for the position
<b>Resume Search Products</b>	N/A	N/A	N/A	N/A
<b>Standard News Print</b>	As needed	No budget, paid by the program recruiting for the position	As needed	No budget, paid by the program recruiting for the position
<b>Specialty Trade Journals</b>	As needed	No budget, paid by the program recruiting for the position	As needed	No budget, paid by the program recruiting for the position
<b>Radio</b>	N/A	N/A	N/A	N/A
<b>TV</b>	N/A	N/A	N/A	N/A
<b>Open House</b>	N/A	N/A	N/A	N/A
<b>Search Firms</b>	As needed	No budget, paid by the program recruiting for the position	As needed	No budget, paid by the program recruiting for the position
<b>Temporary Staffing</b>	Word of mouth and USA Staffing agency	Programs pay for the temporary help; no budget	Word of mouth and USA Staffing agency	Programs pay for the temporary help; no budget

*Other (please list):*

Text Box

*Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:*

DAS Brass Ring; word of mouth

## Other Recruitment Management Methods

*In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):*

DAS Web site, IDPH Web site, word of mouth

*Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:*

Yes. IDPH has an internship section on the Web site where interested students can apply, learn about internship opportunities and learn about basic public health information. Some bureaus within IDPH have funding available to hire interns as temporary workers.

In FY 2009, IDPH plans to further develop the Internship Program by expanding partnerships with academia to recruit qualified candidates for internships, including persons from diverse backgrounds.

*Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:*

Yes, we have used employees from Olsten and USA Staffing to fill entry level positions or temporary needs in the Bureau of Vital Records. Several individuals have moved from temp positions to full-time hires.

*Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:*

We send a letter thanking the individual and directing the person to watch the DAS Web site for IDPH positions. We don't have a tracking mechanism for the unsolicited resumes. If a resume looks promising, the resume is routed to applicable bureau chiefs for their review.

## Milestones and Timetables

*Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:*

Milestones:

1. Education Coordinator was hired to focus on workforce development issues.
2. Positions related to the development of the department's data warehouse were hired or are in the process of being hired. Coordinator for Data Warehouse (EO2) was hired; Data Warehouse Analyst is in the process of being hired. Three other technical positions will be added in FY 2009.



Opportunities for improvement:

We need to find more creative ways of reaching candidates for information technology positions.

*For FY 2009, provide a timetable for those activities you plan to implement:*

1. Develop Internship Plan by spring 2009.

Expand learning opportunities for college students, including internships. Expand partnerships with academia. Establish consistent internal procedures. Implementation will be ongoing.

2. Expand department contacts with public health partners to recruit qualified workers, including persons from diverse backgrounds. Implementation will be ongoing.

3. IDPH Workforce Planning Team will develop strategies to recruit Generation X and Y employees beginning in winter 2008/2009.

## Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
  - Turnover
  - Promotions
  - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

### Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

#### Turnover

*From a retention perspective, the following job classes present the greatest challenge:*

Information Technology positions

*List the issues you have identified that contribute to the turnover in these classes:*

Salary, lack of opportunity for advancement, lack of funding for additional training, lack of funding for tuition reimbursement.

*Check the methods you use to identify turnover factors (check all that apply):*

☒ Exit interviews

*Describe how these are conducted:*

A formal system is under development. We plan to expand the use of exit interviews by managers and the Personnel Office.

☒ Workforce surveys (employee engagement, satisfaction)

*Describe how these are conducted:*

IDPH has a biennial employee survey based on the Baldrige National Quality Program survey assessment tool. Employees answer questions about leadership;

supervisors; strategic planning; customer-focus; human resources; process management; measurement, analysis, and knowledge management; and business results.

☒ Management team meetings/exercises

*Describe how these are conducted:*

The department's Executive Team (Director, Deputy Director, and Division Directors) and Bureau Chiefs meet on a quarterly basis to discuss important topics and to use the opportunity for training and leadership skill development.

☐ Other methods (please describe):

Text Box

## **Promotions**

*Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:*

Leadership skills, supervisory skills, written communication skills, meeting facilitation, organizational skills, taking initiative, creative thinking, critical thinking.

*Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:*

Leadership, critical thinking

*Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :*

Specific education or specialized skills

*Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):*

Barriers the same

## Employee Engagement

*Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:*

IDPH has a biennial employee survey based on the Baldrige National Quality Program survey assessment tool. Employees answer questions about leadership; supervisors; strategic planning; customer-focus; human resources; process management; measurement, analysis, and knowledge management; and business results.

*Identify what topics you address:*

- ☒ *Understanding of the organization's vision and mission*
- ☒ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☒ *Career progression awareness*
- ☐ *Work/life balance*
- ☐ *Other - Text Box*

*Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:*

☐ *Good* ☒ *Needing Improvement* ☐ *Unknown*

*Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:*

Employees are alerted about job postings through all staff e-mails. Employees can find out about training opportunities both internal and through DAS on the IDPH Intranet.

*Describe any changes you plan to make around employee engagement in FY 2009:*

A. IDPH is in the process of developing an All Staff Intranet Page. The page is being developed in response to employee recommendations from the IDPH employee survey. Employees asked for more communication about employee announcements and events. This page will centralize department communication. The page will be updated regularly. The page will contain the following sections:

- 1) Department announcements- important news from the department, press releases, DAS announcements, IDPH sanctioned events.
- 2) Personnel - job openings, benefit and payroll updates, training opportunities.
- 3) Employee Announcements - staff changes, personal events, employee suggestions.

4) The Health Employee Activity and Recognition Team (HEART) - This is an employee committee which raises money to sponsor employee recognition events. The HEART section of the All Staff page will include HEART sponsored events, department recognition awards, and work anniversaries.

B. The IDPH biennial employee survey, based on the Baldrige National Quality Program survey assessment tool, will be conducted in August 2008. We anticipate sharing results with employees in September. We will use the results from the survey to develop and implement recommendations for improvement.

C. An orientation program for new employees is planned to be launched in September 2008. An orientation program for interns is also being planned.

### **Plans to Improve – FY 2009**

*Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:*

☒ *Orientation and On-boarding:*

1. Provide two half-day new employee orientation sessions at time of hire. Follow-up orientation sessions will be held at three and six months. Initial implementation targeted for September 2008.
2. IDPH Workforce Planning Team will develop on-boarding strategies to retain employees. We will review the use of exit interviews as a tool to understand why employees are leaving IDPH. Initial implementation of on-boarding strategies are targeted for spring 2009.
3. An orientation program for interns is also being planned.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

1. Receive annual feedback from IDPH employees to determine overall training needs. Annual feedback request will be in January.
2. Ongoing development and implementation of training opportunities, including a formal new employee orientation training. Initial implementation of orientation training by September 2008.
3. IDPH managers will encourage individual employee and job skill development throughout each Division and Bureau. This will be ongoing
4. Training opportunities will be posted on IDPH Intranet. Initial implementation was in May 2008, ongoing updates will be posted on Intranet.
5. Evaluate in-house training to determine the effectiveness of training. Evaluation of in-house training will be ongoing.
6. IDPH established a policy in May 2008 that supervisors must complete the Applied Management Series (AMS) through DAS every five years after initial

completion. New supervisors must complete their initial training within three years of assuming supervisory status.

☒ *Workplace accessibility (visual, physical):*

The Lucas Building is ADA compliant. We work with individual employees to accommodate accessibility needs for visual impairments.

☒ *Mentoring:*

1. Ensure management development for new and experienced supervisory staff through training offered by DAS and leadership programs such as the Great Plains Public Health Leadership Institute. Implementation will be ongoing.
2. IDPH Workforce Planning Team will develop a Program and Position Mentoring Plan. The plan will develop individual and group program and position mentoring opportunities starting in spring 2009.
3. Provide mentoring/leadership development opportunities for interns starting in spring 2009.

☒ *Awards and Recognition:*

The Heart Employee Activity and Recognition Team (HEART) - This is an employee committee which raises money to sponsor employee recognition events. The team holds two fund raising events each year (e.g., plant sale, book sale) and hosts two recognition events. One of the events celebrates the Golden Dome awards and recognizes years of service. The other event is a general celebration of employee achievements. The department also occasionally holds unscheduled special events for employees such as the recent recognition of employees' response to the flooding emergency throughout Iowa.

### III. Diversity Training

**AGENCY ACTION:** Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

1. The Bureau of Disease Prevention and Immunization requested the assistance of the federal Office of Minority Health Resource Center (OMHRC) to conduct two statewide meetings to discuss the delivery of disease prevention services for African Americans in Iowa. The meetings, held in March 2008, assessed IDPH's service capacity to collaborate and provide assistance to the agencies that perform prevention services to the African American population. The goals of the needs assessment were to discuss:

- The best methods for prevention of HIV/AIDS, sexually transmitted diseases, hepatitis, TB and other services among African American populations;
- The capacity of minority-based community organizations to deliver programs and to compete for state funding for disease prevention activities for African Americans;
- The capacity of traditional disease prevention service organizations and local health departments to deliver programs to African American populations; and
- The types of technical assistance that OMHRC can provide to prevention service providers in Iowa.

The assessments were held over three days. The first day was conducted with health department staff and focused on cultural competence and coordination of minority health initiatives within the department. About 25 staff members were present, representing HIV, STD, disease prevention specialists, tobacco prevention, substance abuse, chronic disease, administration, epidemiology, and environmental health. Recommendations were made to use a departmental cultural competency assessment tool to aid in continuing discussions within the department. A tool from the Boston Public Health Commission was recommended. Staff from the Bureau of Disease Prevention and Immunization will work with the coordinator of the Office of Multicultural Health to continue the departmental assessment in the fall.

The second assessment was conducted in Des Moines with 33 contractors, community leaders, and service providers. Discussion groups included HIV community planning, staffing issues, cultural competency and trust, funding issues, and community mobilization. Recommendations were made by the groups in each of the focus areas. The last assessment was conducted in Coralville with 22 participants. The group worked together to make recommendations, rather than break into focus groups. The OMHRC will summarize the recommendations from the three days of meetings and forward that to the department.

A follow-up meeting occurred at the state HIV conference in June. Participants of the earlier assessment were given an opportunity to hear a presentation from Dr. Greg Millett of the CDC on the specific reasons for disproportionate diagnoses of HIV and STDs among African Americans. This was followed with a question-and-answer session with Rashad Burgess, Acting Chief of the Capacity Building Branch, Division of HIV/AIDS Prevention, CDC. Rashad answered questions about CDC policies, HIV prevention, and community planning and spoke directly to some of the issues raised in the assessments. The report from OMHRC has not been finalized yet. Once the report

is complete, there will be a meeting of participants and health department staff to determine next steps.

2. In August 2007, the IDPH Office of Multicultural Health sponsored training for 40 department employees on "Developing an Infrastructure for Cultural Competency Training". The training was conducted by staff from the federal Department of Health and Human Services, Office for Civil Rights.

3. Sixteen employees reported attending diversity training through DAS or other sources in FY 2008. This number excludes the diversity training mandated by Executive Order Four.

4. IDPH supervisors are scheduled to participate in the mandatory diversity training and should all receive the training by the end of calendar year 2008.

5. IDPH offers health literacy training internally to employees. The department will be offering health literacy training tools to local public health agencies in all counties throughout the state in calendar year 2008-2009.

Provide information about diversity-related training planned for FY 2009 in the text box.

1. The Division of Tobacco Use, Prevention and Control is sponsoring training in September 2008 through the national Tobacco Technical Assistance Consortium (TTAC). Participants in the training represent the Iowa Priority Population Network. There are five populations targeted through the network: African Americans, Native Americans, Asian Americans, Latinos/Hispanics, and Gays and Lesbians. Objectives for the training are: a) discuss the components of community planning using community assessment model; b) describe components of network and coalition building; and c) develop programs designed to meet needs of community. The Tobacco Division plans to integrate the training with other IDPH programs.

2. IDPH will assure that all current supervisors and employees will attend the mandatory diversity training.

3. The department will assure that new employees receive the mandatory training as part of their orientation.

4. IDPH will continue to offer health literacy training internally to employees. The department will be offering health literacy training tools to local public health agencies in all counties throughout the state in calendar years 2008-2009.

**Note:** Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.



## IV. Workforce Composition and Hiring Opportunities

**AGENCY ACTION:** The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

## V. Efforts of the Agency to Encourage and Celebrate Diversity

**AGENCY ACTION:** Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

*Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.*

Our strategic plan includes the goal: Strengthen the Public Health Infrastructure. To achieve this goal we have identified five primary strategies:

- Assess and improve operational procedures and management systems.
- Assure an adequate and competent public health workforce.
- Build communication and information technology capacity.
- Support community assessment, planning, and evaluation systems.
- Support health care system development.

The actions defined in our diversity plan will become an important part of how we implement these strategies. Each requires improving diversity within IDPH to ensure we engage a broader realm of stakeholders as we strive to strengthen public health in Iowa. More importantly, each requires that our activities promote diversity throughout the public health and health care system as we seek to eliminate health disparities and promote and protect the health of all those living in Iowa.

*Describe how your managers and supervisors will be involved in diversity.*

1. We will encourage supervisors to use the activities guide, Making a Difference with Diversity, during their staff meetings and bureau retreats.
2. We will share the department's Affirmative Action Plan and Diversity Plan with supervisors.
3. We will encourage our supervisors to become more actively involved with recruitment efforts and to use creative methods to reach more minority candidates.
4. As we develop plans during FY 2009 to broaden diversity activities (see below), we will determine how to engage our supervisors to encourage diversity.

*Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.*

The Bureau of Communication and Planning in consultation with the department's Executive Team will use FY 2009 to research, plan, and start implementing activities to broaden diversity in IDPH. We will use both internal and external resources to help us develop plans.

Internal resources will include:

- a. The department's Office of Multicultural Health (OMH). We will integrate efforts to broaden diversity with the OMH's strategic plan for FY 2007-2011.

- b. Current employee committees such as the Health Employee Activity and Recognition Team (HEART) and the workforce planning team. We will use the committees to generate ideas for encouraging and celebrating diversity.
- c. Current minority employees and employees with disabilities. We will engage the employees for their ideas on how to recruit a diverse workforce and how IDPH can improve the workplace.
- d. Supervisors. We will engage supervisors for their ideas and feedback on how to increase diversity efforts.

We will tap into external resources for lessons learned and best practices. Examples of external resources are:

- a. Other state agencies
- b. Private businesses, such as Bankers Trust which has a well developed commitment to a diverse workforce
- c. Central Iowa Society of Human Resources (SHRM) Diversity Committee. The committee sponsors workshops and collects information on best practices.
- d. The 2008 Iowa Mosaic Diversity Conference. The department's education coordinator plans to attend the conference. The theme of the conference is "Effectiveness through Inclusion."